



## Staff Handbook

V. 1 Nov 2012

## Hastings Trust Staff Handbook

Section 1

Introduction and Contents

### Introduction

**Welcome to the Hastings Trust Staff Handbook.**

This Handbook is designed to provide information about the Hastings Trust's policies & procedures and to guide you on your rights and responsibilities.

#### **It is not a contractual document**

This handbook is reviewed and revised on a regular basis. Your views on the contents and format of this Handbook are welcomed and will be taken into account when we next revise the document.

Mel Bonney-Kane  
Executive Director  
Nov 2012

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## Section 2 Introduction to the Hastings Trust

### 2.1. Mission, aims and values of the Hastings Trust

**Our Vision is for a place of connected, creative and sustainable communities that people are proud to be part of.**

**Our Mission is to identify and create opportunities for people to work together, improving the quality of local lives now and for the future**

**Our aims are:**

1. To help those who live, work or visit Hastings to care for the environment
2. To help the local economy to flourish in ways which won't spoil the place for those who come after us
3. To spread the word about how to regenerate the town and its communities

**Our values, across all areas of work, are:**

- A holistic approach to community-based regeneration
- Accountability
- Empowering communities
- Working in partnership
- Mutuality and co-operation
- Sustainability
- Inclusiveness

**As an organisation, the Hastings Trust is committed to:**

- working in partnership
- being open and accountable
- being action-oriented
- being quality led
- a diversity agenda
- retaining independence
- achieving sustainability
- aiming for self-sufficiency
- retaining its flexibility
- an inclusive approach

The Trust operates within the framework of a rolling five year business plan

## 2.2. Background

### What is the Hastings Trust?

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The Hastings Trust is a development trust set up for the regeneration of Hastings, economically, environmentally, socially and culturally. It carries out its work in partnership with others to deliver community-based regeneration.

### When was the Hastings Trust formed?

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The Hastings Trust was incorporated as a Company Limited by Guarantee in 1990 and registered as a charity in 1991.

The Trust was one of the first members of the Development Trusts Association. The national body for Development Trusts in the UK was formed in 1993 to support trusts and lobby at national level to influence government policy. The DTA has now joined with BASSAC to form Locality [www.locality.org.uk](http://www.locality.org.uk).

### Activities

The Trust works in partnership with the public, private, voluntary and community sectors and operates as a 'community anchor'. Work is delivered within five key areas, or 'building blocks' of activity:

- Asset acquisition, protection and development
- Capacity building and community development
- Providing routes out of poverty and worklessness
- Enhancing quality of life - arts, culture, environment, heritage
- Campaigning, lobbying and partnership development

The definition of a community anchor as adopted by the Community Alliance is:

"An independent community led organisation...a multi purpose organisation which provides holistic solutions to local problems and challenges, bringing out the best in people and agencies...there for the long-term, not just a quick fix...often the driving force in community renewal."

Central Government recognises the existence and importance of community anchor organisations in local regeneration and defines them as:

"Community based social enterprises which own / manage assets and act as an anchor for the provision of services / facilities for the rest of the community sector, as well as generating wealth for the community."

The Trust uses the process of Community Development to deliver its vision and its mission believing that people in communities can drive change and development processes themselves.

The definition of Community Development taken from the Federation of Community Development - [www.fcsl.org](http://www.fcsl.org). is

" ..a long-term, value based process which aims to address imbalances in power and bring about change founded on social justice, equality and inclusion. The process enables people to organise and work together to

- Identify their own needs and aspirations
- Take action to exert influence on the decisions which affect their lives
- Improve the quality of their own lives, the communities in which they live, and societies of which they are part"

### **2.3 Legal Status**

The Hastings Trust is a Registered Charity (no 1007410) and a Company Limited by Guarantee (no.2540333)

### **2.4 Hastings Trust Board**

The Hastings Trust is led by a Board of Directors. The Trust's Board consists of up to twelve directors - ten elected community representatives and two organisational representatives.

A list of current Board members is included in Appendix 1. Our Board members live locally and all have knowledge of the Trust's work and the development trust movement, community enterprise and regeneration. The Board has overall responsibility for the strategic direction and policy of the organisation.

The Board has one or more sub committees at any one time to include the Policy & Finance sub committee. The Board meets quarterly, with the Policy and Finance Committee meeting between meetings to maintain a detailed overview of the organisation's finances.

### **2.5 Hastings Trust Staff Team**

At operational level, the Trust is led by the Executive Director, who is answerable to the Hastings Trust Board. The Director is supported by a Management Team of employees.

The Trust employs project officers to deliver its work, all employees are directly employed by Hastings Trust. The Trust also hosts posts for partner organisations and these are also directly employed by the Trust.

A list of all staff and contact details is attached as Appendix 2. The current organisational chart is attached as Appendix 3.

The Trust is ably supported by volunteers and therefore the Trust has adopted a volunteers policy which is referred to in section 4 of this document.

## **2.7 Planning & Strategy**

An annual strategic planning away-day is held every year, most generally the last week in January, and includes staff, board members and volunteers. The away-day reviews progress on targets, discusses key issues and agrees future activities. From these discussions an annual action plan is produced and the Hastings Trust business plan up-dated. A copy of the current business plan is attached as Appendix 6. A copy of the current annual action plan is included in the Business Plan.



### Section 3 Contractual Terms and Conditions

The terms and conditions of your employment are set out in the contract. This Section gives guidance on your contractual rights and duties (referred to in your contract of employment) and on a number of non-contractual policies. In any case of dispute over interpretation of terms and conditions the contract of employment will be the final basis for decision making.

#### 3.1 Salary

Salaries are paid monthly in arrears on the last Friday of each month, normally by bank transfer

Hastings Trust will normally agree a cost of living allowance increase to take effect on 6<sup>th</sup> April each year, subject to the Hastings Trust's financial position.

Increments are awarded annually (usually in April) within your pay scale if you have one. To qualify for your first increment, you must have been in post for six months

#### 3.2 Hours and Time off in lieu

All full time staff work a 37 hour working week (not including time taken off for meals). From time to time you will be required to work outside normal office hours. Working times will be arranged by your line manager, and any subsequent changes will be by mutual agreement. Time sheets are provided which need to be completed on a weekly basis and signed off monthly by your line manager.

The nature of the post may on occasion require additional hours to be worked. Time off will be allowed in lieu of extra hours worked with the prior approval of your line manager, the Assistant Director or the Executive Director. Such time off must be taken within three months, in consultation with your line manager. There is a limit to the amount which can be built up and carried forward each month.

#### 3.4 Leave arrangements

All leave dates must be arranged with and agreed by your line manager and the Executive Director.

### **3.4.1 Annual leave**

Full time staff are entitled to 27 days (pro rata for part time staff) paid leave in each leave year, in addition to Bank Holidays.

The Trust also gives extra days' paid leave for the shut down period between Christmas and the New Year ("grace days").

The leave year for each employee will generally runs from 1 April to 31 March or from your starting month and the annual holiday should normally be taken within that year. Outstanding leave will not normally be rolled over into the next year unless there are exceptional circumstances which must be agreed with the Executive Director in consultation with the Chair of the Board. Staff will not normally be allowed to take leave at the time of the Trust's AGM (generally the first week of September each year) except in exceptional circumstances.

All annual leave must be in the Outlook Calendar, authorised by your Line Manager, and communicated to a delegated member of the management team to record on a Leave Sheet. It is your responsibility to check on who this is.

On giving or being given notice of termination of employment you will, at the Hastings Trust's discretion:

- be paid for any days untaken leave entitlement or
- take the remaining leave.
- Normal practice is that staff take the remaining leave.

A deduction will be made by Hastings Trust in your final pay for any leave taken in excess of your entitlement.

If you leave without giving due notice or are dismissed for gross misconduct you will lose your entitlement to accrued holiday pay.

### **3.4.2 Public duties**

You will be allowed reasonable time off to undertake public duties, such as Jury Service, on proof of evidence. You are required to claim attendance allowances, loss of earnings, and expenses as may be possible in the circumstances and to remit them to the Hastings Trust.

### **3.4.3 Maternity and Parental Leave**

You will be granted maternity and parental leave in accordance with the appropriate statutory entitlements. Details of the current entitlement are

available from the Finance Officer at 35 Robertson Street and are detailed in the relevant Policy documents.

#### **3.4.4 Dependent's Leave**

You are entitled to a reasonable period off work to deal with emergencies involving a dependent, who could include a partner, child, parent or somebody who lives with you as part of your family. The time off work must be agreed by your Line Manager or the Executive Director.

#### **3.4.5 Compassionate Leave**

Each request for compassionate leave will be considered on its own merits without recourse to any precedent, and leave may be granted with or without pay or on reduced pay. Requests must be made through your Line Manager to the Executive Director.

#### **3.4.6 Extended leave**

The Hastings Trust will give consideration to staff with families abroad to take up to one month's additional unpaid leave to visit their families. Timing of this leave must be agreed as far as possible in advance, but in any case not less than one month in advance. Requests must be made through your Line Manager to the Executive Director.

#### **3.4.6 Sick Leave Reporting procedures**

If you are absent from work due to sickness or injury you should report your absence to your line manager by 9.30 a.m. on the morning of your first day of absence. (if you start your work earlier it is important you make every endeavour to report you absence to your line manager before you are due to start). If you cannot contact your line manager, you should inform the Executive Director or the Finance and Administrative Manager. If you fail to report your absence your Line Manager will contact you, initially by telephone, and if this is unsuccessful by letter. During your absence, you must maintain regular contact with your line manager.

Your line manager will inform the Finance and Administrative Manager and / or Executive Director immediately if you have any absence during a period of notice, a probation period or as soon as your absence has lasted for more than 7 days.

## **Return to work procedures**

### **Less than seven days absence**

When you return to work after no more than seven days absence, including weekends, you must self-certify your illness on a sickness notification form which is obtainable from the Finance and Administrative Manager. This form will also be used for Statutory Sick Pay purposes. A sickness notification form must be completed for any period of sickness absence in excess of one day (even if you are not eligible to payment for the absence).

### **More than seven days absence**

If your absence lasts longer than seven days, including weekends, you must complete a sickness notification form for the entire period of absence and support this with a doctor's certificate for any absence beyond seven days. The certificate is required on or before the eighth day of absence and thereafter at weekly, fortnightly or monthly intervals, depending on the length of sickness. Certificates should be sent to your line manager who will forward them to the Finance and Administrative Manager. You must keep your line manager informed of your progress and likely return to work date.

### **Certification**

Apart from the above circumstances, sickness certificates must also be produced following any absence, of whatever length, as a result of a serious infectious or contagious illness. In these circumstances, Hastings Trust will reimburse any charge made for obtaining a certificate. In some circumstances we may require you to attend a medical examination by a medical practitioner appointed by Hastings Trust before you are allowed to re-start work. If you return to work with a medical certificate stating that you are 'unfit to work', you will be required to return home.

Under Health and Safety legislation, Hastings Trust has a duty of care to its employees. Therefore, where Occupational Health has been involved in your case the final decision regarding your return to work after any period of sickness absence lies with Hastings Trust through its Occupational Health Adviser.

### **Return to work interview**

Your line manager will authorise your completed sickness notification form and forward it immediately to the Finance and Administration Manager. The authorisation will confirm the details of your absence and whether your line manager recommends that payment should be made (i.e. that you have followed the procedures and that the cause of your absence was acceptable). Your line manager will also conduct an informal return to work discussion during which time they will ask you about your sickness, whether it is likely to recur, and your well being. The depth of this conversation will depend on the nature and the length of the sickness. You should use this opportunity to discuss any problems you are having that are affecting your

attendance. Any issues that come to light as a result of this discussion will be acted on as soon as reasonably possible by your line manager.

#### **Individuals who do not follow the above procedures**

If you do not follow these procedures, or the reasons that you give for your absence are not acceptable, it will be considered as a disciplinary matter and may disqualify you from receiving sick pay. It may also affect any claim you may have in the future with our providers of long-term disability cover (under the flexible benefits plan). Any enquiries on reporting sickness absence should be made to the Finance and Administration Manager.

### **Sick Pay and Contractual Benefits**

#### **Notes on sick pay**

For sick pay purposes, a normal day's pay is calculated on the basis of your adjusted salary. Sick pay is made up of two elements: occupational sick pay and Statutory Sick Pay (SSP, the rate of which is set by the government). If you receive occupational sick pay, you will have the appropriate deduction made for Statutory Sick Pay (SSP), tax and national insurance and as a result will receive no additional income. If you are absent from work due to an accident or a condition sustained on or off duty that is the fault of a third party, any occupational sick pay paid, to the extent that compensation is recoverable from a third party, is paid as a loan. This loan must be repaid if you recover any damages in respect of your injury, condition or absence from work.

If you are on a short-term contract you will have the same eligibility to occupational sick pay as permanent staff.

Please refer also to the Hastings Trust Sickness Policy

### **3.5 Expenses**

Expenses should be claimed monthly on the attached expense form. Further details of eligible expenses and procedures for claiming are contained within the Trust's Financial Operating Procedures (Appendix 5)

### **3.6 Probationary Period**

There is a probationary period of three months for all posts (with some exceptions which are detailed in the Trust's Statement of Terms and Conditions of Employment). There will be a review at the end of this period with your line manager at which point your employment will be confirmed.

Where performance is not satisfactory, performance improvement targets will be set and the probationary period extended by a further three months, or, in very exceptional circumstances, employment terminated.

### 3.7 Notice

The period of written notice you are required to give to the Hastings Trust and the notice you are entitled to receive from the Hastings Trust is as follows:

During your probationary period:	1 week's notice
After completing your probationary period and up to the completion of 2 years' service:	4 weeks' notice
For each further year of complete service:	1 week for each additional year of completed service up to a total of 12 weeks.

You may only give a shorter period of notice with the written agreement of the Hastings Trust.

### 3.8 Private Work

If you wish to undertake any private paid or voluntary work you are required to supply full details to your Line Manager and via your Manager seek the approval of the Executive Director before entering into any contract or agreement.

### 3.9 Copyright

Copyright, registered and unregistered design rights and any other intellectual property rights in any materials in any medium produced by you during the course of your employment shall belong to the Hastings Trust. You must return all such materials and any copies in your possession to the Hastings Trust on request.

### 3.10 Confidentiality

You must not disclose any confidential information arising out of your employment at any time. The Hastings Trust has also adopted a "Whistle-Blowing" Policy (See Section 4 of this Handbook).

## Section 4

### Employee Relations and Trust Policies

This Section gives details of a number of non-contractual policies relating to employee relations and Trust procedures. In any case of dispute over interpretation of terms and conditions the contract of employment will be the final basis for decision making.

All staff members are expected to familiarise themselves with Trust policies which are held in the Policy File in the Admin Office (second floor, 35 Robertson Street) and in the shared folder on the Trust's Intranet.

Trust policies are reviewed and updated by the Board of Directors on a rolling basis.

The following policies are currently adopted by the Trust:

#### 4.1 Stand Alone Policies

- 4.1.1 Equal Opportunities
- 4.1.2 Child Protection
- 4.1.3 Volunteers
- 4.1.4 Quality Assurance and Evaluation
- 4.1.5 Customer Care (to be developed)
- 4.1.6 Risk Assessment (to be developed)
- 4.1.7 Data Protection (to be developed)
- 4.1.8 Equality and Diversity ( pending ratification)
- 4.1.8 Safeguarding

#### 4.2 Health and Safety Policy Pack

- 4.2.1 Health and Safety
- 4.2.2 Evacuation
- 4.2.3 Accident

#### 4.3 Employee Relations Policy Pack

- 4.3.1 Recruitment and Selection
- 4.3.2 Sickness
- 4.3.3 Redundancy
- 4.3.4 Performance Improvement
- 4.3.5 Disciplinary
- 4.3.6 Grievance
- 4.3.7 Bullying and Harassment
- 4.3.8 Dismissal
- 4.3.9 Training and Development
- 4.3.10 Lone Working
- 4.3.11 Confidentiality and Media Contact
- 4.3.12 IT, E-mail and Internet Usage

## Section 5

### Staff Support and Management

This section details staff support and management procedures within the Trust that all staff have a right to expect from a good employer, along with the expectations that the Trust has of its staff in relation to conduct. This includes:

- staff induction
- equal opportunities
- supervision and performance appraisal
- training and development
- management competencies
- code of conduct for all staff

#### 5.1 Staff Induction

Every new member of staff and those returning after a long absence will have a personal induction programme. This will be drawn up by your line manager and the Finance and Administrative Officer at 35 Robertson Street.

The programme and its length will depend on the post and is provided so that you gain:

- An overview of the organisation, current objective, priorities and structures
- Information that you need immediately in order to do your job
- To give you information relating to the terms and conditions of your contract of employment
- To provide you with the current Hastings Trust policies and - procedures (as detailed in Section 4 of this Handbook)

Your line manager will discuss the induction and its progress in your review meetings and will use the Hastings Trust's check lists (non exhaustive list) to plan your induction.

**Before any new staff member commences employment**, the Executive Director, Administrative Officer, along with the Line Manager, will ensure that the following preparatory procedures are followed:

	<i>Responsibility</i>	<i>Date completed</i>
<i>Office space</i>	<i>ED / Line Manager</i>	
<i>ICT: equipment, email address</i>	<i>Admin Officer</i>	
<i>Other office equipment</i>	<i>Line Manager</i>	
<i>Inform Finance department</i>	<i>ED / Line Manager</i>	



<i>Set up personnel admin</i>	<i>Finance and Admin</i>	
<i>Staff handbook updated and prepared</i>	<i>ED/ Line Manager</i>	

### Induction Process (Checklist)

All new staff will be taken through the following induction process and the checklist completed and held in their confidential personnel file.

	Responsibility	Date Completed
A supervised tour of the appropriate Hastings Trust premises and work areas	Line manager	
An introduction to the Finance Department (particularly to cover salary payments, travel expenses, procedures etc)	Finance officer	
An introduction to ICT Systems and relevant equipment	Admin officer	
<b>Your post</b>		
Key priorities of your post	Line manager	
Job description	Line manager	
Key links: external and internal	Line manager	
Schedule of upcoming meetings	Line manager	
Contact list of appropriate external contacts	Line manager	
Salary payment details	Finance Officer	
Expenses claims	Finance officer	
Reporting arrangements	Line manager	
Line management arrangements	Line manager	
Job training as required	Line manager / Training and development co-ordinator	
<b>Hastings Trust Finance</b>		
HT's current financial position (as appropriate: funding streams, last quarter's statements, current budget, any key funding relationships etc)	Executive Director Finance Officer	
An introduction to HT's financial procedures	Executive Director- Finance Officer	
<b>Hastings Trust Health &amp; Safety</b>		
Policy	Line manager	
Detailed induction on relevant parts: e.g.	Line manager	

lone-working, fire plans, training		
<b>Hastings Trust - general</b>		
Strategic plan and links with your post	Executive Director / Line manager	
HT's organisational structure	Line manager	
HT Policy Pack	Line manager	
HT's Board: membership, meetings, last set of papers	Executive Director / Admin officer	
Contact lists for all staff, board	Admin officer	
Key documents: where, access	Line manager	
HT events: list of upcoming events	Line manager	
HT's website: content, use, input	Line manager	
HT IT systems / intranet / electronic diary	Admin officer	
HT exhibition: content, use	Admin officer	
Meetings with other team members	Line manager	
<b>Staff Handbook</b>		
A copy of the Staff Handbook and one to one sessions to go through the contents. These contents include a wide range of policies including: staff supervision & appraisal, absence notification, team meetings, claiming expenses etc	Executive Director	
Review of induction process	Staff member	

## 5.2 Equal Opportunities

The Board of Hastings Trust believes that the issue of equal opportunities is fundamental to the Hastings Trust's work and that the organisation's effectiveness can be measured by its fulfillment of the principles underlying this statement.

The Hastings Trust is committed to making equality of opportunity and anti-discriminatory practice effective in all spheres of its work and structure and to encouraging its members to address the issues of equal opportunities and challenge breaches / discriminatory practice both internal and external.

The activities and policies of Hastings Trust will be regularly monitored to ensure that the Equal Opportunities Policy Statement is adhered to and that any breaches that arise are remedied.

**All staff members are required to read, understand, and comply with the Equal Opportunities Policy.**

### 5.3 Staff supervision and appraisal

The Hastings Trust aims to provide all staff and volunteers with consistent and high quality support and performance reviews.

Hastings Trust recognises that in order for all staff members to achieve their full potential and perform to the best of their ability, they should have a say in the style of their management. The Trust provides a formal staff supervision system and encourages all managers to adopt an 'open door policy' to ensure that issues that arise can be addressed at the earliest opportunity.

All staff can expect to have formal 'one-to-ones' to review progress against annual performance appraisals and to address issues and concerns on at least a 2 monthly basis. In addition, staff are encouraged to negotiate appropriate support, which may be on a less formal basis, with their line manager, and, where appropriate, with their peers.

The Trust's Executive Director operates an open door policy (within reasonable limitations) and encourages all staff to communicate directly if required without undermining any line management responsibilities of managers.

In addition to support /supervision sessions, all staff will be required to participate in an annual performance appraisal process. If required by the staff member this can be held on a 6 monthly basis. The purpose of this review is:

1. To provide an opportunity for staff to discuss and plan their work
2. To discuss staff development and to agree training needs
3. To set and monitor targets, in line with the strategic plan of the organisation
4. To exchange information

The following pro-forma is used for performance appraisals:

HASTINGS TRUST

**STAFF PERFORMANCE AND DEVELOPMENT APPRAISAL FORM**

Name		Job Title	
Project			
Date of Appraisal		Appraiser	

**Objectives of the appraisal interview**

- to review progress made since last review
- to resolve any difficulties / concerns
- to discuss the appraisee's career aspirations
- to identify training needs
- to agree a training plan
- to set objectives for the forthcoming year

Signature of Appraiser	
Signature of Appraisee	
Date	

**Hastings Trust Mission Statement**

To create active partnerships between the public, private, voluntary and community sectors and to enable them to work together for the social, economic, cultural and environmental regeneration of Hastings and St Leonards.

<b>Please give one example of how you have personally contributed towards the Trust's mission</b>

<b>Review of last appraisal objectives</b>

<b>Action points arising from review of job description</b>

<b>Personal goals (career aspirations)</b>

--

**Work related goals and milestones**

--

**Difficulties and concerns (related to role, project, team, line management, organisation)**

--

**Training requirements**

--

**Agreed objectives for forthcoming year**

--

**Actions for line manager**

--

**Any other comments – Appraisee**

--

**Any other comments – Appraiser**

--

A copy of the completed appraisal form, once signed by all parties, will be held in the staff member's confidential personnel file held at 35 Robertson Street.

#### 5.4 Management

All staff and volunteers have the right to expect their manager to possess and portray the following qualities in relation to their management and support of staff / volunteers.

This list of competencies can be used if a member of staff (paid or unpaid) feels that they are not being provided with appropriate support.

Personal attributes	<ul style="list-style-type: none"> <li>• reliable, trustworthy and conscientious</li> <li>• remains calm in a crisis and when under pressure</li> <li>• disciplined and demonstrates self-confidence</li> <li>• self motivated and well informed</li> <li>• understanding of and willingness to develop guidelines and procedures</li> <li>• problem - solver</li> <li>• aware of and demonstrates a willingness to understand and learn about cultural differences and diversity</li> </ul>
People skills	<ul style="list-style-type: none"> <li>• demonstrates an honest, reliable and open approach to team members</li> <li>• demonstrates self-confidence and determination</li> <li>• fair but firm</li> <li>• demonstrates a caring and competent approach</li> <li>• demonstrates good-humour in an appropriate manner</li> <li>• is a positive role model</li> <li>• is a good mentor of trainees / volunteers/ new staff, displaying an awareness of their developmental needs</li> </ul>
Professional	<ul style="list-style-type: none"> <li>• competent in own work discipline</li> <li>• demonstrates good administrative skills</li> <li>• actively seeks out information and passes good practice to colleagues</li> <li>• is physically able to carry out the duties required</li> </ul>

	<ul style="list-style-type: none"> <li>• is accountable - accepts responsibility for self and team</li> <li>• recognises and adheres to principles of confidentiality</li> <li>• demonstrates a continuing commitment to performance improvement</li> </ul>
Communicator	<ul style="list-style-type: none"> <li>• demonstrates good listening skills and ability to recognise people's needs</li> <li>• demonstrates effective feedback skills</li> <li>• is constructive in the criticism of others</li> <li>• keeps calm in a crisis and is a positive role model</li> <li>• demonstrates an ability to communicate constructively</li> <li>• demonstrates diplomacy</li> <li>• demonstrates consistency of approach with team members</li> </ul>

The following set of management competencies is expected to be evident collectively within the management team:

The ability to:

- communicate effectively the vision of change and modernisation to employees
- strive for continuous performance improvement and service development
- delegate responsibility, providing support and guidance to develop team members
- recognise and celebrate team / individual accomplishments at all levels regularly
- foster participation and involvement of staff by providing opportunities for them to be creative and innovative when identifying solutions and smarter working practices
- act as a role model of behaviour and values for the Trust both internally and externally
- stimulate and encourage collaboration and partnership working to facilitate improved service delivery
- maintain determination and drive through periods of change, presenting a positive and self assured image in a range of situations
- effectively co-ordinate the activities of multi-disciplines employees working on high-level tasks to meet prescribed service objectives within well defined parameters.

## 5.5 Training and Development

Hastings Trust recognises the contribution employees make to its success. It also recognises that in order to maintain a committed and competent

workforce, it needs to ensure that adequate training and development is provided for all employees.

The purpose of the Trust's training and development policy is to ensure that:

- a) employees are properly trained in the skills they need to carry out their present jobs to a standard acceptable to Hastings Trust and its members
- b) employees are provided with the skills they may need for changes in the way jobs are carried out
- c) as far as possible, employees are encouraged to develop their skills and talents to enable them to progress within the Trust and to realise their full potential

The Trust is committed to making the most effective use of the talents, skills and abilities of its workforce and to helping all employees maximise the contribution they can make. To demonstrate its commitment, the Trust has formalised its training through its adopted policy and through the allocation of specific budget resources.

The following Training and Development Request form should be completed as a record of requests for training and should be passed to your line manager. The form is available on the Trust's intranet.

Hastings Trust Training and Development Request Form	
Name:	
Project:	
Line Manager:	
Training activity requested:	
Provider:	
Cost:	
Length of course:	
Location:	
Organisational Objectives:	
Approved - Line Manager	
Approved - Executive Director	



Following completion of training and development activities personnel are required to complete a simple questionnaire which is followed up three months later by an impact questionnaire (both of which are available on the Trust intranet and reproduced in the appendices to this handbook) which should be completed in consultation with your line manager. This is to ensure that training and development opportunities provided are appropriate, meet needs and expectations and help staff / volunteers to meet personal and organisational objectives.

Details of the standard are available on the Trust's Intranet and included as an Appendix to this handbook.

### **5.6 Staff Code of conduct**

Hastings Trust Ltd recognises that the service delivery, and the continued success of the Company, is dependent on the quality and reliability of the input of staff at every level.

Hastings Trust Ltd:

- operates a no-smoking policy in all its premises.
- has in place policies and procedures to underpin the way in which the service will develop and to maintain high standards (as detailed in Section 4 of this Staff Handbook). All staff are expected to be familiar with the provisions within these policies and procedures and to work within the guidelines laid down within them.
- does not allow the consumption of alcohol or illegal drugs whilst on duty, or for staff to be under the influence of alcohol or drugs whilst on duty.
- provides appropriate training to support and enhance people's existing skills and to enable their career progression.
- expects that all staff act in a professional manner whilst at work using appropriate language and actions at all times.
- expects that staff will dress appropriately for meetings with all partners and client groups, taking into consideration different cultural practices. In the office, clean and smart-casual is acceptable.
- has in place a system of Quality Assurance, which all staff are expected to commit to and contribute to the achievement of the highest quality of service.
- has in place an efficient complaints procedure.
- has in place a fair and effective disciplinary procedure.

### **5.7 Exit Interviews**

When you leave the employment of Hastings Trust, we will carry out an exit interview to review your experience and receive comments and suggestions. The interview will generally be carried out by your line manager.

## Section 6

### Finance and ICT

#### 6.1 Finance Department

The department is based at 35 Robertson Street.

The Policy & Finance Committee receive detailed reports on all aspects of finance and financial management, and Treasury Team meetings are held in advance of Policy & Finance Committee Meetings including all those named above and the Executive Director.

#### 6.2 Annual Financial Process

A draft budget is drawn up in January/February of each year. It is considered by the Finance & Finance Committee in February and formally agreed by the Board in March.

#### 6.3 Financial Procedures

The Trust has comprehensive Financial Operating Procedures (See attached at Appendix 7).

#### 6.4 Travel and Subsistence Allowances

All personal expenditure incurred on Hastings Trust business must be authorised in advance by your Line Manager or the Executive Director.

##### 6.4.1 Travel and Overnight Subsistence

Staff travelling on official business should use standard class rail travelling facilities wherever possible. Members of staff who travel by taxi, first class rail, private cars, or air will be reimbursed at standard class public transport rates.

Employees who, by reason of Hastings Trust business, are required to travel away from home or normal place of work, for over-night stays, will receive a subsistence allowance. (please ask the finance dept for current rate) This should be agreed in advance, with your Line Manager or the Executive Director. Hotel accommodation must be agreed in advance of making any bookings.

##### 6.4.2 Private Car Allowance

Petrol expenses will be reimbursed at a set mileage rate ( Please ask the finance dept for current rate)

#### **6.4.3 Meal Allowance and Day Subsistence**

If for any reason of approved Hastings Trust business, employees are obliged to have meals away from home, reimbursement may be claimed, provided receipts are produced. Hastings Trust will reimburse staff to a maximum of:

- £6.00 for Breakfast
- £6.00 for Lunch
- £9.00 for Dinner (where absence extends beyond 7 p.m. and occurs away from the main place of work)

This will be dependent on location, nature of work business and other relevant circumstances.

#### **6.5 Use of Hastings Trust Property or Equipment for Private Communications**

While there is no wish to charge employees for occasional brief private use of telephone, e-mail, or internet facilities, such use should not present an unacceptable charge on Hastings Trust in terms either of money or of working time lost. In cases of misuse the privilege may be withdrawn. Any private post must be pre-paid before being left for collection. Intentional misuse of Hastings Trust's postal facilities will be treated as a serious disciplinary matter.

##### **6.5.1 ICT Network Security Policy**

All employees personal computers have access to the internet and Hastings Trust intranet. Brief private use of the internet during the lunch period or before or after working hours is acceptable as long as inappropriate material is not involved. Deliberate access to pornographic or other unacceptable material is not permitted and will lead to disciplinary action, including dismissal. On no account may anything be placed on the internet from Hastings Trust's facilities which is illegal or could be judged to be inappropriate and nothing must be transmitted which might call the good name of Hastings Trust into question.

No personal software may be loaded onto Hastings Trust's computers.

##### **6.5.2 Telephone**

Employees may make or receive occasional brief private telephone calls. Any private calls not of a brief or local nature must be made by public pay phones. Personal mobile phones should be switched to discreet or vibrate whilst in the office, and turned off during meetings.

Where Hastings Trust provides mobile phones for lone workers or those who have to travel for Hastings Trust business, employees may make or receive occasional brief private calls made per Hastings Trust telephone procedure above.

### 6.5.3 E-mail

Although Hastings Trust's computer networks enable e-mail and other messages to be sent very cheaply, e.g. using shared network drives, they can be expensive in terms of time both for the sender and the recipients. Employees are asked to use the facility sensitively, not to mail large groups when only smaller groups are involved, and never to send or pass on messages or files that could be offensive. The normal courtesies of face to face communication also apply to e-mail messages.

## 6.6 Bringing Personal Property/Belongings into Hastings Trust

### 6.6.1 Electrical Equipment in Hastings Trust

All electrical appliances in Hastings Trust must be PAT (Portable Appliance Test) tested in accordance with Hastings Trust's Health & Safety Policy. Staff should, therefore, refrain from bringing any personal electrical appliances (i.e. lap-tops, stereo's to the workplace.

### 6.6.2 Thefts of Personal Belongings

All members of staff are asked to be aware of opportunist thieves. It is important to note that Hastings Trust is not liable for thefts of personal belongings, under any circumstances, of any member of staff that are brought into the building. Therefore, we recommend that employees refrain from bringing in expensive personal property, i.e., CD walkmans, i-pods, cameras, etc. If it is necessary to bring in such items, please ensure they are put in a safe, secure place. We recommend that only insured personal belongings are brought into work.

## 6.7 Data Protection Guidelines

The proper safeguards for data protection include the **Data Protection Act 1998 (2)** [which replaced the previous Act of 1984] and context specific legislation and codes of practice.

The principles of the act are:

- Fairness data shall be processed fairly and lawfully
- Specificity data shall be obtained only for one or more specified and lawful purposes and not processed further in any incompatible manner
- Adequacy data should be adequate, relevant and not excessive in relation to the purpose
- Retention data must not be retained longer than necessary
- Rights of subjects - subjects have rights of access
- must be able to prevent processing if damage likely
- must be able to prevent processing for direct marketing

- have rights in relation to automated decision making
- Security data must be subjected to appropriate technical and organisational methods
- Transfer data must not be transferred to a non-'European Economic Area' country unless that country has an adequate level of protection for the personal data of data subjects

All 'relevant data filing systems' are now included, manual ones as well as those held on computer. All organisations which hold such relevant data filing systems have to register with the Data Protection Commissioner. The Trust is registered and the Executive Director is the named officer.

## Section 7 Buildings and Household Management

### 7.1 35 Robertson Street

#### Trust Headquarters and Registered Office

### 7.2 Office hours

The office hours are from 9.am to 5.pm

Resource Centre Opening Hours are 9.30 am to 4.30 pm Monday to Friday.

### 7.3 Security

There is an intruder alarm for all the buildings - you will be provided with full instructions by the Administrative Officer for the building where you are based. It is very important that you follow the instructions for your own and others' safety. Do not allow anyone in to the building unless they are known to you or have an appointment. If you lose your keys, inform the Administrative Office immediately.

You are responsible for your own property - you will be provided with a lockable drawer to keep your purse, bag, wallet, mobile phone etc . The Hastings Trust insurance does not cover personal property.

There are detailed guidelines on personal security in the Health & Safety Policy

### 7.4 Post

The Administrative Officer opens the post and stamps incoming mail with date of receipt. All post is passed onto the Executive Director who reads all mail and then puts it into named trays outside the Admin Office at 35 Robertson Street. Staff should collect their post from their trays by 11 am each morning.

All outgoing post for 35 Robertson Street should be stamped and put into the Reception at 35 Robertson Street before 5pm.

An incoming and outgoing mail book is kept in which all mail is recorded on a daily basis.

### 7.5 Faxes

The fax number is 01424 436740. Incoming faxes will be put in your slot in the Resource Centre. You will be shown how to send out faxes by the Administrative Officer

#### **7.6 Phones**

The phone number for the head office is 01424 446373. A current list of direct dial numbers is attached.

Please ensure that you clear your voice mail box before leaving each day.

A full set of instructions on the various features of the phone system will be given to you by the Administrative Officer.

#### **7.7 Messages**

Phone messages will be put in your slot in the Resource Centre.

#### **7.8 Visitors**

All visitors must sign in at Reception. You are responsible for your own visitors.

#### **7.9 Pigeon Holes/Post trays**

Every staff member has their own tray for messages and post located outside the Administrative office on the second floor. Post for staff at external locations is sent off every day.

#### **7.10 Photocopier**

The photocopier is in the Resource Centre on the Ground Floor of 35 Robertson Street. You will be shown how to use it and given your entry codes by the Administrative Officer.

#### **7.11 Supplies: Stationery/Paper/equipment**

The Administrative Officer orders all stationery, office equipment and building supplies. No staff may order individual supplies. All requests for order need to be agreed first by line managers. Please obtain a purchase



order number from the Finance/Admin Officer if you need to order specialist items with your line managers agreement.

#### **7.12 Rubbish Collection**

There 1 small wheely bins located in the road at the back of Robertson Street. Rubbish collections are on Mondays and rubbish is needing to be taken to rear bin on Fridays.

#### **7.13 Building Repairs & Cleaning**

All repairs needed should be reported immediately to the Administrative Officer.

35 Robertson Street is cleaned once a week. You must do your own washing up and leave your desk top and office area as clear as possible

#### **7.14 Outreach and Lone Working**

Hastings Trust recognises the importance and risk of outreach and lone working and therefore has adopted a lone working policy as indicated in Section 4 of this Handbook and which is contained in the Policy Pack. All lone / outreach workers should familiarise themselves with the provisions contained within this policy.

## Appendix One – Company Structure

Charity Registration Number:	1007410
Company Registration Number:	2540333 (England and Wales)
Trustees:	Alan Privett (Chair) Maureen Nelson (Vice Chair) Alex Francis (Treasurer)
	Christine Francis Esther Brown Richard Beeching Julie Eason
Executive Director:	Mel Bonney-Kane
Secretary	Mel Bonney-Kane
Principal Address:	35 Robertson Street The America Ground Hastings East Sussex TN34 1HT
Registered Office:	35 Robertson Street Hastings East Sussex TN34 1HT
Auditors:	Russell New The Courtyard Shoreham Road Upper Breeding Steyning West Sussex BN44 3TN
Bankers:	Barclays Bank plc PO Box 165 Crawley West Sussex RH10 1YX
Solicitors:	Gaby Hardwicke Wellington Square Hastings East Sussex TN34 1PN

## Appendix Two - Current Staff

### Management Team:

Executive Director	Mel Bonney-Kane
Finance Officer	Cynthia Simmons
Training and Development Co-ordinator	Heather Smith

Directors PA /Admin/Properties Management	Paul Ashdown
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Ecofab Manager	Sally Lampitt
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University Exchange Placement: Administrative Assistant	Linda Sacher
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### Innovative Finance

Trust Loans <i>MANAGER</i>	Rhonda Ellard
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Loans Officer	Indra Allison
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Loans Officer	Catherine Broadhurst
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Administrative Assistant	Rob Marmon (volunteer)
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### Community Enablers

Training and Development Co-ordinator	Heather Smith
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Placement Officer	Steve Shonk
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Personal Adviser	Ben Browton Sam Skinner Jodie Cornford
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### Neighbourhood Enablers

Kristian Garnett	Co-ordinator
Jay Hancock	Administrator
Gail Lalljee	Training Officer
Barry Thomas	Training Officer
Flora Williams	Community Capacity Builder

Peter Relph  
Barry Cooper  
Caroline Huey

Community Capacity Builder  
Community Capacity Builder  
Community Capacity Builder

Resource Centre:

Reception

Jodie Workman

**Team of volunteers**

Kevin Venton

Hannah Clayton

Andy McDuffie

Tony Morvay

Linda Sacher

Dee McRedmond

Dean Jones

IAG advisor

Martin Shillam (volunteer)

Appendix 3 – Organisational Chart